

3 June 1974

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Management and Services
Review: Trends and Highlights No. 48
(6-74)

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The restructured, forty-eighth running of the Management and Services Review: Trends and Highlights was conducted at [REDACTED] from Tuesday, 21 May through Friday, 24 May. The running was characterized by change--change in the program and adjustment to change--with the Offices and their components continuing to assess the impact of tighter resources.

THE CLASS

Although the class profile suggests that this running falls within the norm for previous Trends and Highlights, there were some important differences. The course opened with 42 officers, 12 below the maximum of 54. Thirty-seven were from the DDM&S with the largest contingents coming from the Offices of Communications and Logistics; the others were drawn from the DDS&T--3; DDI--1; and the DDO--1. The class averaged 39 years of age and ranged from 24-57; service with the Agency averaged 13 years and spanned from 4 months to 25 years; and grades averaged 9.5 running from a low of GS-4 to a high of GS-15. This group contained a larger number of both women (33%) and blacks (12%) than any previous Trends and Highlights. For the first time this year there were no Career Trainees in attendance. Less tangible, but equally important, was the way the group jelled and responded to the stimuli of speakers' presentations. By the end of the week they had become a particularly inquisitive class, and some lively discussions were held with the speakers as well as among participants.

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COURSE ORGANIZATION

The shortening of the program by one day necessitated some major changes in the course organization and structure. No DDM&S office was deleted, but most office presentations were reduced in time. The Office of Personnel was cut from three hours to a one-hour presentation by the Director when Benefits and Services Division and Retirement Division were taken from the schedule. The visit [REDACTED] was cut back two and a half hours by substituting a walking tour of the Covert Communications Facility with a classroom display of equipment. Other offices less drastically reduced were the Office of Logistics--from three hours to one and a half, the Office of Medical Services--by one hour, and Information Systems Analysis Staff--by one hour. The Office of Security had the most time allocated with some three plus hours.

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In an effort to recapture some of the time lost, as well as to introduce some participative exercises, evening sessions were held. The first such session was devoted to getting the participants involved in discussing issues which currently concern CIA management and which would be dealt with throughout the course. (Copies of these discussion papers are attached). Two of them, the Career Development Exercise and the DDM&S Organization Exercise, were particularly successful; the participants not only enjoyed the discussion but subsequently presented their conclusions in the form of questions to speakers who were later to appear before the group. On Wednesday night, [REDACTED] of OTR informed the class of Agency EEO activity and got them involved in a stereotype exercise dealing with minorities.

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SPEAKERS & CONTENT

Despite the organizational changes, the content and focus of the program remained essentially the same. The first day and a half were spent with the M&S offices which have a management and control function. [REDACTED] Executive Officer for the DDM&S and a new addition to the Trends and Highlights program, offered an interesting view on how the Directorate functions and is managed on a day-to-day basis. Tom Yale expanded his presentation on Agency finance to cover some of the trends in

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planning and budgeting, inasmuch as the Office of the Comptroller was dropped from the program. Harry Fitzwater talked of computer use in the Agency while [REDACTED] related computers to a management problem in the DDM&S. With the exception of the Office of Security which was scheduled Friday morning, Wednesday afternoon was turned over to those offices which deal with people. Following the tour to [REDACTED] on Thursday, Frank Van Damm and Mike [REDACTED] operating with a new format spent an hour and a half with the group, a half hour of which was devoted answering many questions. It was the most effective presentation yet from Logistics. Thursday evening was turned over to a panel--a new style of presentation for Trends and Highlights--composed of two DDM&S officers and an Operations Officer which effectively explored the role of the M&S in support of overseas stations and operations. Mr. Brownman closed the session on Friday afternoon.

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EVALUATIONS

A summary of the participants' evaluations is attached for your information; they generally seemed pleased with the program. All thought the course objective had been achieved. There were few complaints about night sessions. No one was ecstatic about the discussion groups, but neither were they displeased. For the first time, no one took the speakers to task for viewgraphs simply because only one speaker used them.

SUMMARY AND RECOMMENDATIONS

Although this four-day format seems reasonably well adjusted, some refinements should be made over the summer months. Night sessions should be continued, but more thought and effort needs to be put into developing exercises designed to place a heavier responsibility upon the participants for their own learning.

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[REDACTED]
Trends and Highlights
Course Administrator

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Attachments:

Class Profile
Student Roster
Group Discussion Papers
Summary of Evaluations

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TRENDS AND HIGHLIGHTS #48

Class Statistical Profile

DDI	1
DDS&T	3
DDO	1
DDM&S	<u>37</u>
TOTAL	42

	<u>Average</u>	<u>Range</u>
Age	39 years	24-57
Grade	9.5	GS 4-14
Years on board	13 years	4 mos. - 25 yrs.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

#48

FROM: [REDACTED] 25X1A
Course Chairman
933 C of C

EXTENSION

NO.

2063

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

		DATE		
		RECEIVED	FORWARDED	
1.	C/IMB/II	4 June 74		WB
2.	C/II	6/4	6/4	
3.	C/PDS/DTG	5 June	12 June	Out
4.	C/PDS	13 June		WB
5.	DDTR	6/13	6/24	
6.	DTR	6/24	18 June	
7.	C/II		7/1	
8.	C/IMB 25X1A	7/2	7/5	WB
9.	[REDACTED]	7/8	7/8	WB
10.	[REDACTED] File			
11.				
12.				
13.				
14.				
15.				

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It appears I'm that the
shift from 5 to 4 days,
and the revision of the
content were generally
successful.

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